

Headquarters
Department of the Army
Washington, DC
5 November 1991

*DA Memo 1-1

Administration

Briefing the Secretary of the Army,
Under Secretary of the Army, Chief of Staff, Vice Chief of Staff,
and Director of the Army Staff

Applicability. This memorandum applies to Headquarters,
Department of the Army agencies only.

1. Purpose

This memorandum prescribes procedures and guidelines for briefing the Secretary of the Army (SA); Under Secretary of the Army (USofA); Chief of Staff, Army (CSA); Vice Chief of Staff, Army (VCSA); and Director of the Army Staff (DAS). These instructions do not apply to briefings and debriefings related to meetings of the Joint Chiefs of Staff.

2. Explanation of abbreviations

- a. ADAS ----- Assistant to the Director of the Army Staff
- b. ADECC ----- Assistant to the Director of Executive Communications and Control
- c. CSA ----- Chief of Staff, Army
- d. DAS ----- Director of the Army Staff
- e. MFR ----- memorandum for record
- f. SA ----- Secretary of the Army
- g. USofA ----- Under Secretary of the Army
- h. VCSA ----- Vice Chief of Staff, Army

3. General

Decision and information briefings normally will be recommended for presentation to the SA, USofA, CSA, VCSA, and/or DAS only for complex or particularly sensitive cases that are not suitable for presentation by a paper (for example, action or information memorandum, information paper).

*This DA memorandum supersedes DA Memo 1-1, 14 December 1990.

4. Arrangements and scheduling procedures

a. Briefings.

(1) Briefings for the SA, USofA, CSA, VCSA, and/or DAS will be arranged by the responsible Assistant to the Director of the Army Staff (ADAS) or Assistant to the Director of Executive Communications and Control (ADECC), in coordination with the appropriate principal's military assistant or executive officer and the action agency. Final scheduling will be approved by the principal's executive officer.

(2) When a briefing is directed or determined by the action agency to be appropriate, that agency will provide the ADAS/ADECC with pertinent information listed in figure 1. The ADAS/ADECC will determine the most acceptable periods or blocks of time available on the principal official's calendar. These periods will be used to finalize the desired date and time for the briefing with the action agency. The ADAS/ADECC will forward the request for briefing to the appropriate military assistant or executive officer for review and approval.

(3) When scheduling of a briefing to principal officials has been finalized, the ADAS/ADECC will furnish a copy of the briefing slip for information purposes to the action agency, other attendees, and other appropriate offices of the principal officials. Figure 2 shows an example of a typical briefing slip.

(4) Should an intermediate principal official or an executive officer request a prebrief, the military assistant or executive officer will notify the ADAS/ADECC. A prebrief is normally an abbreviated presentation which points out significant parts of the briefing and any controversial or sensitive aspects. Scheduling for a prebrief will be accomplished as described in 4a(2).

(5) The agency presenting the briefing will provide a decision briefing readahead (see figure 3 for a sample format) or an information briefing readahead (see figure 4) to the ADAS/ADECC a minimum of 24 hours (preferably 48 hours) before the briefing unless directed otherwise. The ADAS/ADECC will provide the readahead to appropriate military assistants or executive officers. Draft or final briefing slides will be included with the readahead unless their exclusion has been coordinated with the principal's military assistant or executive officer through the ADAS/ADECC.

(6) After the final schedule is approved by the principal's military assistant or executive officer, the ADAS/ADECC will schedule the appropriate briefing room (if required),

develop a seating chart, in protocol order, for the meeting, and supervise seating arrangements of the senior officials. The ADAS/ADECC may be requested to attend the briefing and to prepare a memorandum for record (MFR) reflecting any decisions, guidance, or taskings issued. The MFR will be submitted to the principal official for review and approval and will serve as the authority for ADAS/ADECC to task appropriate agencies.

b. Attendance.

(1) Attendees at these briefings will be kept to a minimum. Briefings held in a principal official's office may be extremely limited by seating capacity. (For example, briefings held in SA's office are limited to five attendees.) Normally attendees will include only those individuals expected to participate. Only key agencies involved, agencies that desire to nonconcur with proposals being presented for decision, and agencies having a need to know (in the case of information briefings) will be allowed to attend.

(2) The responsible ADAS/ADECC will notify those staff agencies to be represented at briefings to the SA, USofA, CSA, VCSA, or DAS. Names of attendees must be provided to the appropriate ADAS/ADECC by the time specified, with subsequent changes provided as they occur. Individuals not on the list of attendees may not be admitted to the briefing should seating constraints exist.

5. Conduct of briefings

a. In general, briefings will be prepared to use approximately one-half of the allocated time; the remaining time is for questions and answers. Action agencies will prepare and conduct the appropriate type of briefing. This includes preparing briefing aids, furnishing audio-visual equipment (if not available at the briefing location), and providing the personnel required to operate equipment. The military assistant or executive officer will approve the use of audio-visual equipment through the ADAS/ADECC for briefings conducted in a principal official's office. Coordination with the ADAS/ADECC should be effected early to ensure that the proposed location and method of presentation are in accordance with the principal's desires.

b. The senior representative for the action agency will introduce the briefer and state the purpose and intent of the briefing. Specific problems, controversial issues, or areas of disagreement will be stated before the briefing begins.

c. Charts and visual aids will be simple, legible, easy to read, and used only for emphasis and clarity. The briefer will describe them only to the extent necessary for the principal official to comprehend what is depicted (pointing out the legend but not reading the text aloud). Numbers will be on all slides and charts and will be clearly visible when projected or shown for easy identification and recall. As appropriate, the last briefing slide will list specific recommendations or conclusions.

d. Flip charts (reproduced copies of vu-graphs or prepared charts measuring 8-1/2 by 11 inches), handouts, or similar graphics will be used for in-office briefings. Other type of graphic presentation will be used only if coordinated in advance with the appropriate ADAS/ADECC. Sufficient copies of all handouts will be available for all attendees, including the ADAS/ADECC, military assistants and/or executive officers; and three additional copies will be provided for late add-ons.

e. The Army Memorial Conference Rooms or the Pershing Room will be used for those briefings that require the use of audio-visual equipment and/or require numerous attendees. The ADAS/ADECC will coordinate the scheduling of these rooms with the appropriate military assistant or executive officer.

f. During the preparation phase, the action agency will continuously coordinate with the ADAS/ADECC to ensure that the principal official's personal preferences for the presentations or briefings are complied with.

Provide the following briefing information, as available, to the ADAS or ADECC.

TYPE: Indicate whether decision, information, See Me, etc.

SUBJECT: Identify the subject or topic of the briefing.

FOR: List principals (SA, CSA, USofA, VCSA, DAS, or other).

PREFERRED DATES AND TIMES: List any desired dates and times.

LOCATION: Identify the desired meeting location (Army Memorial Conference Rooms, Pershing Room, office of the principal being briefed, other).

BRIEFER(S): Identify the briefer.

LENGTH: State the length.

PRINCIPAL ATTENDEES: List all principal attendees and organizations.

SCOPE: Provide a short explanation of the briefing and its intended scope.

BRIEFING POC: Identify the point of contact and telephone.

Figure 1. Information required for scheduling of briefings

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, D.C. 20310

TYPE: INFORMATION 15 NOVEMBER 1990

SUBJECT: DESERT OBSTACLES

FOR: VCSA

TIME & DATE: 1800-1900, 20 NOVEMBER 1990

LOCATION: VCSA OFFICE

BRIEFER: MAJ POPA

LENGTH: 60 MINUTES

READAHEAD: TO BE PROVIDED, 18 NOVEMBER 1990

ATTENDEES:	VCSA	DAS
	BG NELSON	COL MILLER
	LTC WISE	MAJ POPA
	LTC PHILLIPS	

SCOPE: BRIEFING REQUESTED BY VCSA CONCERNING THE
BREACHING OF OBSTACLES IN THE DESERT.

NOTES: 1. BRING SUFFICIENT COPIES OF ALL BRIEFING
MATERIAL AND SLIDES FOR EACH ATTENDEE PLUS THREE
EXTRA.

2. PROVIDE READAHEAD TO LTC PHILLIPS, 3E661,
NLT 18 NOVEMBER 1990.

POC: MAJ POPA (202) 475-7800
LTC PHILLIPS, 77887

Figure 2. Typical briefing slip

(DATE)

MEMORANDUM FOR (name or agency)

SUBJECT: Title of Briefing -- DECISION BRIEFING (for example, "Light Infantry Division Stationing -- DECISION BRIEFING")

1. PURPOSE: Purpose need not be limited to one sentence but should be a succinct statement explaining why the briefing is being conducted. It should also indicate if the briefing has been requested or directed by the principal to be briefed or by other principal (e.g., "CSA directed that issue be briefed to SA"). Examples are:

a. "To respond to CSA tasker for a decision briefing on the future status of the _____ Command."

b. "To obtain SA approval to release the results of the _____ Assessment which has been ongoing since 18 August."

c. "To obtain the VCSA approval for a briefing to the CSA on division designations after drawdown. VCSA requested prebrief."

2. KEY PLAYERS: Who will attend the event or briefing and those who, though not present, can influence action. List projected attendees to the briefing and identify other key players who have an interest or influence in the subject but may not be in attendance.

3. WHERE/WHEN/HOW LONG: (briefing site/date and time/hours and minutes)

4. MAJOR POINTS: This paragraph should be well-developed to provide the principal with the substance of the briefing. The readahead will list those key issues and points that will be discussed with the principal during the briefing. State these key points in clear, brief sentences or talking points. The attachment of tabs or briefing slides is permitted, but the readahead must stand alone and allow the principal the option to review the attachments or not.

a. Main points or issues that the principal should consider.

(1) State each point in one brief sentence.

Figure 3. Sample format readahead decision briefing

(2) Supporting statements or tertiary points can follow.

(3) When statements need supporting data, add tabs as needed (the review of tabs should be an option for the principal and not required to fully understand the substance of the readahead).

b. Indicate coordination accomplished and list major points or views of other agencies or principals, if there is nonconcurrence. Include short consideration of nonconcurrences.

5. RECOMMENDATIONS:

a. Clearly state the decisions that the principal will be asked to make.

b. Provide that staff recommendation for each decision.

c. State the expected outcome desired from the briefing.

Prepared by: (name/office/extension)

Approved by: (name/office/extension)

Two copies of briefing slides (draft or final) will be attached unless their exclusion has been coordinated with ADAS/ADECC.

Figure 3. Sample format readahead decision briefing (continued)

(DATE)

MEMORANDUM FOR (name or agency)

SUBJECT: Title of Briefing--INFORMATION BRIEFING (for example, "Armored Division Structure--INFORMATION BRIEFING")

1. PURPOSE: Purpose need not be limited to one sentence but should be a succinct statement explaining why the briefing is being conducted. It should also indicate if the briefing has been requested or directed by the principal to be briefed or by other principal (e.g., "CSA directed that issue be briefed to SA"). Examples are:

a. "To respond to CSA tasker for an update on current/future status of the _____ Command."

b. "To inform the SA of the results of the _____ Assessment which has been ongoing since 18 August."

c. "To outline the methodology for determining division designations. VCSA requested briefing."

2. KEY PLAYERS: Who will attend the event or briefing and those who, though not present, can influence action. List projected attendees to the briefing and identify other key players who have an interest or influence in the subject but may not be in attendance.

3. WHERE/WHEN/HOW LONG: (briefing site/date and time/hours and minutes)

4. MAJOR POINTS: This paragraph should be well-developed to provide the principal with the substance of the briefing. The readahead will list those key issues and points that will be discussed with the principal during the briefing. State these key points in clear, brief sentences or talking points. The attachment of tabs or briefing slides is permitted, but the readahead must stand alone and allow the principal the option to review the attachments or not.

a. Main points or issues that the principal should consider.

(1) State each point in one brief sentence.

Figure 4. Sample format readahead information briefing

(2) Supporting statements or tertiary points can follow.

(3) When statements need supporting data, add tabs as needed (the review of tabs should be an option for the principal and not required to fully understand the substance of the readahead).

b. Indicate coordination accomplished and list major points or views of other agencies or principals, if there is nonconcurrence. Include short consideration of nonconcurrences.

5. RECOMMENDATIONS:

a. Clearly state any recommended actions or comments that the principal should consider.

b. Provide staff recommendations for follow-on actions.

c. State the expected outcome desired from the briefing.

Prepared by: (name/office/extension)

Approved by: (name/office/extension)

Two copies of briefing slides (draft or final) will be attached unless their exclusion has been coordinated with ADAS/ADECC.

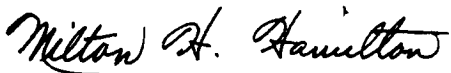
Figure 4. Sample format readahead information briefing (continued)

(DACS-CA)

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:

A handwritten signature in cursive script that reads "Milton H. Hamilton".

MILTON H. HAMILTON
Administrative Assistant to the
Secretary of the Army

Distribution:

Headquarters, Department of the Army agencies